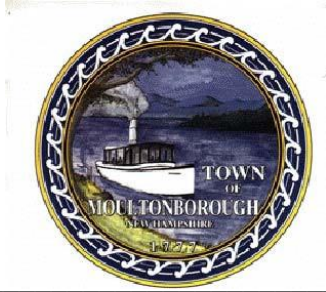


I. Introduction:

2016 Master Plan



This Master Plan is the result of the Planning Board expending considerable effort gathering public input in order to prepare a plan which reflects our town's collective vision for the future of our community.

A MASTER PLAN IS PUBLIC POLICY DULY ADOPTED BY A MUNICIPALITY TO MANAGE PHYSICAL AND SOCIOECONOMIC DEVELOPMENT. BEING DULY ADOPTED, THE MASTER PLAN IS AN OFFICIAL, LEGAL DOCUMENT EXPRESSING POLICY; HOWEVER, IT IS NOT A REGULATORY DOCUMENT.

The Master Plan will be pro-active in composition, that is, it will establish an action program that the Town will strive to accomplish. The Master Plan will express clear direction and purpose so that people will have little doubt as to what Moultonborough desires relative to physical and socioeconomic development. Through the Master Plan, it will present a collective philosophy stated through its action program. As daily issues arise in the future they are judged against this collective philosophy of what has been deemed to be desirable development. It will be the basis for zoning, subdivision, and site regulation; for the annual capital improvement program; and, for development plans. It will provide the rational nexus for the Town's regulatory and non-regulatory programs which is especially important should these programs and regulations be scrutinized by the Courts at a later date. In essence, the Plan will be the foundation for the management of development. The Master Plan will allow to look ahead to a collective vision. It will allow to anticipate rather than to react to development; to coordinate rather than to compete with development. It will foster decision-making based on a shared, collective philosophy.

Purpose of Master Plan

The process of developing an updated Master Plan is an opportunity to undertake a comprehensive evaluation of our community's needs and desires as they pertain to the anticipated growth of our town. The overall purpose of the Master Plan is to provide guidelines and a framework for the future growth and development of our community. It is a tool for public officials and private citizens in decision-making and in the administration of the Town's Regulations. It is a consensus-building planning process which attempts to identify the guidelines for growth of our town as preferred by the townspeople and not just a few individuals. The following Master Plan is based on reports supplied by Planning Board members, other officials and agencies, and on responses and comments developed by listening sessions and questionnaires. An attempt has been made to reflect the consensus viewpoints from these sources concerning the town's past, present and desired future. The goal of this master planning process is to proactively chart a course identifying the desired future of our community. Without this comprehensive planning process, in a relatively short time, Moultonborough could find it has lost many of the features, qualities and character our townspeople cherish. What Townspeople have known as "places" for generations, may gradually cease to be because of outside influences such as through highways or economic and social pressures.

Process to Update the Master Plan

A Community Survey was prepared and administered in the summer of 2013. Tabulation of the survey results was completed in the fall of 2013. Three Speak Out Listening Sessions were held in three different neighborhood areas in Town with all questions, discussion and comments recorded. A community workshop was held in 2015 to bring these thoughts together into a cohesive whole by Planning Board, Steering Committee and participants, again with comments and conclusions recorded. These ideas and comments are included in **Appendix A**.

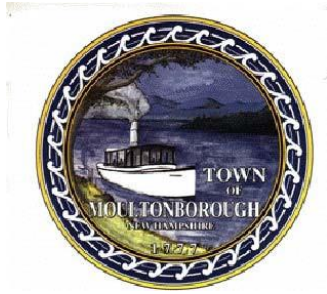
Under New Hampshire law (RSA 674:2, 3 & 4), the preparation and adoption of the Master Plan is under the purview of the Planning Board. For each chapter of the Master Plan update, the Town Planner with Steering Committee and Planning Board guidance, prepared a draft based on analysis of recent past demographic trends and public input for the Planning Board to review and critique. Following this review, the Board incorporated the requested revisions. After all the revised draft chapters were completed, they were assembled into an integrated document for the Planning Board's review. The Planning Board conducted a public hearing on the draft Master Plan update on ??? and adopted the updated plan at the end of the public hearing. It is the intent of the Planning Board to update the Master Plan as it perceives conditions are changing which warrant a fresh look at how to address these challenges. As reflected in RSA 674:3, the Master Plan is recommended to be updated at the least every five to ten years to remain current. Future boards have a point of departure for keeping it current in changing times and for dealing with new problems, needs and issues.

Acknowledgments

The Planning Board wishes to acknowledge with gratitude the constructive assistance and input of the following, whose past and present contributions were invaluable in developing the Master Plan and the updates:

- The Moultonborough Board of Selectmen,
- The Village Vision Committee
- The Master Plan Implementation Committee
- The Master Plan Steering Committee
- The Heritage Commission
- The Conservation Commission
- UNH Students
- Questionnaire Respondents,
- Town Officials,
- Speak Out Moultonborough Participants, Owners of meeting venues, and others.

The Moultonborough Master Plan is based on the views of the town's citizens and local officials. The Town Planner facilitated the master planning process for the Planning Board in the re-write of the Master Plan to prepare a document that reflects consensus of the goals and desires of the Town and its citizens.



II. Vision:

Planning for Appropriate Housing and Commercial Growth to sustain our Community while maintaining its unique character

A. Purpose

The intent of this Master Plan is to propose strategies that will further the implementation of unaddressed previous goals and objectives as well as current ones set forth in this document. This section is the core of the Master Plan in that it is a summary of the overall development principles, priorities and sense of the Town. The core principles and vision statements below form the foundation for subsequent implementation actions by setting policy and tone, and highlighting important issues the Town wishes to proactively manage.

B. Core Principles

The Core Principles summarized below provide the context for guiding future development in the Town of Moultonborough. They indicate that as a community the residents feel strongly about the following:

1. Managing growth in a manner that is in harmony with the natural environment.
2. Maintaining and protecting its natural and rural character.
3. Accommodating the development of commercial and light industrial/technical uses that are compatible with the Town's rural character, physical and natural environment by taking advantage of today's broadband, cable, satellite and internet tools (21st century technology) and adaptively reusing/expanding existing historic structures or building new ones that blend in with the cherished look and feel of the community.
4. Developing public leaders who work together to enhance the long-term future of the Town by striving to be responsive, honest, efficient, empowering, enlightened, fair and accountable which has the ability to bring the community together to participate in open, neutral dialogue on important issues.
5. Fostering and empowering citizens to actively participate in government, civic organizations and community activities by actively developing the civic responsibility, knowledge and skills to contribute to community life.
6. Identifying and addressing the Town's challenging social issues through the coordinated efforts of the public, private, and nonprofit sectors that foster healthy families, individuals and youth.

C. Guiding Development over the Next 25 Years

Implementing these core principles while accommodating future growth will require a number of changes in how land is used and how development is managed and regulated. This Master Plan intends to provide

guidance to identify areas for protection and/or closely-controlled development, as well as areas where growth can be accommodated with little or manageable impact on adjacent lands and neighbors. Key issues that require attention include:

- Respect for Moultonborough's historical and cultural resources, and preservation of the rural character and scenic beauty of the Town.
- The importance of protective/preservation regulations for the abundant natural and sensitive environmental resources in Moultonborough.
- Awareness that the potential impact on town services from seasonal population converting to year-round population must be tracked and planned for.
- The need to maintain existing, and plan for justified, necessary expanded public facilities and services.
- The impact traffic and development along the Route 25 corridor has on Moultonborough residents' quality of life and the inherent limitations the road's carrying capacity has on future development. (the corridor)
- Planning for the Village and other commercial nodes (See **Appendix B**-Village Vision Report by VV Committee and Planning Board)

Overall Vision Statements

The statute that sets forth the purpose and description of a Master Plan says that every Master Plan is required to have *“a vision section that serves to direct the other sections of the plan. This section shall contain a set of statements which articulate the desires of the citizens affected by the Master Plan, not only for their locality but for the region and the whole state. It shall contain a set of guiding principles and priorities to implement that vision.”*

The Vision Statements below are derived from conclusions of previous Master Plans, the analysis of the Planning Board, Master Plan survey, and public participation at Speak Out sessions, meetings and hearings.

1. Moultonborough is replete with exemplary natural and geologic resources that should be protected and preserved for their environmental significance and for the scenic beauty they provide to the community.
2. The community is generally pleased with its historic development; therefore, it is imperative that future growth be harmonious with the Town's existing rural character as defined by its historic, cultural, and natural resources.
3. Moultonborough will strive to provide a high quality of life to its residents and visitors, while at the same time respecting and protecting features that give the Town its unique identity.
4. The residents of Moultonborough understand the importance of economic growth that supports the health and future of the community; they seek to accommodate that, while being careful to maintain the valuable historical and environmental qualities of the Town.
5. Moultonborough's character, quaintness and geographic context attract residents and visitors to this special place. Town heritage includes a strong respect for agricultural and rural areas and a culture of respect for historical sites, attractions and recreational areas.
6. The Town seeks to balance adopted regulations, ordinances, policies and permitted development with a fundamental respect for private property and property rights. The Town encourages a diverse spectrum of economic activities and populations.
7. The Town intends to continue its traditional commitment to conserve, sustain and wisely manage natural resources (such as the lakes and forests) which are fundamental to the intrinsic character of town. Residents maintain a fundamental understanding that quality of life and quality of our unique natural

- environment, jobs, low taxes, and quality schools are key principles in our shared vision of Moultonborough. These aspects draws/retains residents, employers and visitors alike.
8. The Town is committed to provide effective, efficient and appropriate services to the community while maintaining local control balanced with a tradition of playing a proactive role in the region. Moultonborough is unique and residents want to avoid it becoming a cookie-cutter town.
 9. Moultonborough's Plan needs to focus on the people – not just the physical conditions of the community. When issues of balance are discussed, a stronger effort should be made to incorporate cultural demographics (including the year round and seasonal residents and visitors) as opposed to just quantitative statistics.
 10. A broad consensus vision for Moultonborough includes and encourages a diverse balance of rural community character, including a variety of land uses, economic activities, development patterns and demographics. Development must always be in balance with community character, natural resources, rural and agricultural land protection and done in a way to enhance the Town as a vibrant, unique community.
 11. As a healthy and unique rural community, the town will evolve and modernize while maintaining its heritage, historical features and “New England” town center. This balance will require wise, frugal, and phased infrastructure investments (water, sewer, transportation, public safety, recreation and public spaces) based upon demonstrated need and community consensus.
 12. The Town shall use good ordinances, planning practices and other adopted policies to encourage and attract 21st century growth while maintaining 19th century character. It is likely that the Town will be best suited for knowledge-based, creative cottage industries and small business employing state of the art technology and should be welcoming to such. In a traditional New England village this means permitting compatible mixes of land uses which meet community expectations expressed through transparent public process and frequent public dialog. Ideally, Moultonborough will stitch this growth into our rural landscape creating a vibrant economy and a high quality of life.
 13. A majority of Town tax revenue is associated with our lakes, watersheds and water resources. It is of paramount importance that Moultonborough continue to work proactively and collaboratively with watershed neighbors to protect and enhance these resources.
 14. The Master Plan is a multi-decade document. It will build upon the 2008 Plan's enumeration of clear and discrete short, mid and long-term goals with justifications and rationales. Town leaders, staff and appointed working groups will track progress and suggest ongoing implementation needs. As such, the Plan is the foundation of a process that requires transparency and ongoing active public participation. The Town will encourage and embrace dialog and work to forge a common consensus while respecting a healthy diversity of constructive opinions.

Master Plan Chapter Vision Statements

The following reflects the vision for each Master Plan chapter:

Land Use

Moultonborough will be a place where modest development in context with our Town's setting is concentrated around village centers so that undeveloped and agricultural areas will be preserved. Our identity is tied to our landscape: our lakes, mountains, rivers, wildlife, agricultural, and historic resources. Land use policies will encourage the modest growth necessary to maintain the viability of Moultonborough as a living, social, working community while simultaneously protecting and preserving the physical landscape and historic built

environment which is so inextricably tied to the character of Moultonborough.

Economic Development

Businesses that support local resources and people will be promoted. Moultonborough will support and develop its service-based and agrarian economy. Home-based and cottage industries shall predominate the economic landscape in Moultonborough. Businesses on a scale larger than home-based will be concentrated in Village type nodes. Moultonborough shall strive to identify appropriate new Village nodes and to allow for the prudent expansion of the existing Village in a manner which preserves open space and in avoidance of costly public investments or additional services.

Natural Resources

Open space is one of Moultonborough's greatest assets. Our lake shorelines, steep mountain slopes, agricultural lands, forests, groundwater, watercourses, and wetlands will be preserved and protected. Their appreciation of and appropriate use by the public shall be promoted.

Historical and Cultural Resources

Moultonborough is unique in that its history is to a large degree a living and tangible one, and fortunate that it still has many structures, sites, and landscapes illustrative of all periods of town history. Historical and cultural resources, which include private and public buildings, farms, and archaeological sites, define the rural character of the town and contribute to the community's sense of place, quality of life, and scenic beauty. These community assets shall be preserved, and celebrated.

Community Facilities

Existing community facilities shall be used to their fullest potential. Moultonborough will strive to meet the health and safety needs of all its citizens, in particular its elderly and its children. Moultonborough will provide a quality education for its children through High School. The school will be supported by and will support the community.

Transportation/Communications

Moultonborough's network of roads will be maintained in an efficient and organized manner. The safety needs of drivers, cyclists, equestrians, and pedestrians will be met. Moultonborough will explore practical, affordable public transportation solutions and other alternatives to single-occupancy automobiles. The Town's communication and transportation infrastructure will be able to support the needs of its citizens and businesses. The Town will fully support improving broadband and high speed internet capabilities to a 21st century level so that state of the art business and citizen needs are met to the greatest extent possible.

Policies to Explore

Land Use

Prepare and Adopt a Redevelopment Policy

Prepare and Adopt a Developer's Handbook

Prepare a Housing Chapter of the Master Plan

Consider identifying Village nodes and consider expanding the current Village to direct new development toward those zones in order to protect and preserve open space and to minimize strip type development along the busy NH Rte. 25 Highway corridor. [*Currently underway-not known if successful until March 2017*]

Evaluate the impact of a change in commercial zoning dimensional and use requirements along said corridor outside of the existing commercial nodes.

Insure that the physical character of land can support a proposed use without necessitating the excessive

expenditure (for the construction of municipal water or sewer systems, for example) of public funds to support the development.

Economic Development

Prepare and Adopt an Economic Development Policy

Support businesses, in accordance with allowable uses in the Zoning Ordinance, which use and protect local resources and people and which are in harmony with Moultonborough's natural, rural, and historic qualities.

Assist business owners through the zoning/permitting process to facilitate the ability of people to live and work in Moultonborough.

Consider appropriate Village nodes and consider expanding the current Village to accommodate economic growth. [*Currently underway-not known if successful until March 2017*]

Explore ways to support a service-based and agrarian economy.

Natural Resources

Protect the quality of all of our lakes' waters.

Identify and map areas of particular natural and aesthetic importance. Use various tools available from Conservation Zoning to Conservation Easements to protect these areas.

Update the Natural Resources Inventory.

Support the New Hampshire Current Use Program.

Protect the quality of groundwater, and protect groundwater from future commercial extraction.

Encourage the use of public spaces.

Historical Resources

Generate and periodically update a map and inventory of historical and archeological sites in Moultonborough.

Continue to protect and use our historic buildings.

Evaluate the desirability of designating additional scenic roads with the goal of saving historic stone walls and tree-lined lanes to the extent practical.

Continue to protect Town Records.

Keep Moultonborough's history alive through tours of historic sites, through the integration of local history into school curricula, and by supporting oral history projects, the Moultonborough Historical Society, and other historical/preservation groups.

Historical and Cultural Resources

Develop a Historical Resources Inventory and Map to identify significant historic buildings and archaeological sites in Moultonborough (Community Landmarks List as placeholder). Promote the recognition, preservation, and/or adaptive re-use of historic buildings with existing preservation incentives and mechanisms (RSA 79-D, RSA 79-E). Continue to work toward village revitalization, following strategies outlined in the VVC Report.

Integrate preservation goals into land use and planning efforts to ensure that growth and change are compatible with the Town's desirable rural character. Work with the PB/Con Com to evaluate the desirability of designating scenic roads with the goal of saving historic stone walls and tree-lined lanes to the extent practical.

Support efforts by the Town, Schools, and conservation and preservation entities to protect Town Records and keep Moultonborough's history alive through education and tours of historic sites.

Community Facilities

Encourage multiple uses of existing facilities.

Prepare periodic facility assessments.

Periodically assess the Town's emergency preparedness.

Address the multi-use of school facilities in light of declining school enrollment.

Support the Town website.



III. LAND USE & DEVELOPMENT:

Planning for Appropriate Housing and Commercial Growth to sustain our Community while maintaining its unique character

A. Introduction

Introduction

The overall guideline for the future development of our community expressed by the people through this Master Planning process is:

Encourage the modest growth necessary to maintain the viability of the Town as a living, social, working community while protecting and preserving the physical and social landscape. Modest growth will be concentrated around village centers preserving open spaces and natural resources. Local capital will support the largely service-oriented economy by encouraging home-based business, high technology business using the existing fiber optic trunk line, and cottage industries that utilize local resources and labor, and contribute to the community's working landscape.

Land Use and Zoning

Moultonborough is very unique. Some of the Town's unique aspects are positive, some negative, and some, while positive, pose diverse challenges to leaders, businesses and residents alike. Its uniqueness is multifold; Previous Land Use Chapters have talked about the character of the Town, and of how the community is perceived, both by "outsiders" and by residents. A key factor in shaping both of these elements is the combination of land use and zoning regulations. The fact that a Land Use Chapter is one of two required sections of Master Plan by state statute underscores the importance of land use decisions for a community. Since first being adopted, the Zoning Ordinance has been revised many times, both to reflect changing goals and objectives of the Town and changes in the state enabling legislation. One significant state statute change occurred in 1981 when the Legislature approved the creation of RSA 674:21, Innovative Land Use Controls. Currently, the statute lists 14 different types of measures, some of which are discussed below, that can be utilized by a community. Just as importantly though, the statute leaves the door open for a community to use its imagination ["Innovative land use controls may include, but are not limited to..." RSA 674:21. I] in crafting a zoning provision that meets a specific need of the community. This Chapter will identify those specific needs in detail, as expressed through public outreach, extensive public meeting discussion, inclusive roundtables, speak out sessions, and two community surveys.

The Planning Board initiated this rewrite of the Master Plan due to the strong feeling that conditions, such as development pressure that had been impacting the Town for decades, had changed, possibly for the long run, and a belief that the Zoning Ordinance and associated regulations [Site Plan and Subdivision] all need updating. The long period of intense land subdivision and development, single family dwelling and seasonal home starts, coupled with the in-migration of seasonal, sometimes retired, residents from the south was severely curtailed after 2008. The overriding goal of the Planning Board is to manage the change that began after this period and insure that the best interests of the Town are protected by the relevant land use ordinances and regulations. The

term “Balance” was mentioned throughout all of the Master Plan meetings. The balance is necessary between Town-wide interests, private property rights, resource protection, historical and architectural preservation, and the integrity of the Town neighborhoods.

To lay the groundwork necessary for changes to the ordinances and regulations, below is an outline of a variety of land use options and related issues. All of these options are on the table for further discussion and debate as the Planning Board discusses proposed amendments to the zoning ordinance or the regulations.

Accomplishments since the Adoption of the 2008 Master Plan

Before we look to the future and the development issues facing our community, it is beneficial to look back and take stock of the accomplishments the town has achieved since adoption of the 2008 Master Plan update. There were 150 total Action Items comprised of Short Term and Medium Term Items given a priority for completion within a 5-year span. Long Term action items were planned to be implemented as opportunities and similarities with Short and Medium term arose. Ongoing Items were to be implemented as policy issues in short term or blended with other items as appropriate. For the most part, a large portion of the action items were either completed or investigated as economic and societal conditions dramatically changed after 2008. In the past eight years, the Town passed a Steep Slopes ordinance, wetland conservation ordinance, groundwater protection overlay district, storm water protection ordinance and the Floodplain ordinance which has been updated subsequent to the new DFIRM maps for Carroll County being adopted in March 2014. The Town created a Heritage Commission, adopted NH RSA 79-E Village Revitalization, revised site and subdivision regulations several times to address requirements for cable/internet infrastructure, updated road standards, required internal access roads and driveways for commercial development and finally, created a permanent position of Town Planner. These were all major tasks recommended by the 2008 Land Use Master Plan Chapter. There is however, a list of land use action items that have either not been completed or are meant to be on-going. A summary of those items may be found in **Appendix C**. It is strongly recommended that the list of action items in **Appendix C** become part of this land use chapter moving forward based on the results of the public outreach, public comments and Planning Board direction and Board of Selectmen goals and objectives.

Priorities for Implementation

The Planning Board’s efforts in developing this long range Master Plan have resulted in numerous recommendations on a variety of topics. In an effort to provide some guidance in the intermediate term, the Planning Board has identified the top priorities for implementation of the 2016 Land Use Chapter of the Master Plan in **Appendix D**-Summary of goals and recommendations.

B. Existing Land Use

In a Master Plan, land uses are typically described by a category of use. This technique then carries over to the Zoning Ordinance and the districts which should be based on like land uses, which, as noted previously, is one of the tools used to implement the Master Plan. Typical land use categories used in both Master Plans and Zoning Ordinances are shown on the Land Use Map in **Figure 1, contained in the List of Figures**.

The Town of Moultonborough covers 73 square miles, although 21% of this area consists of water bodies, leaving approximately 35,144 acres of land. Rugged, wooded slopes dominate the northern portion of Moultonborough – from Red Hill to the Ossipee Range. Nearly 24 percent, or 8,798 acres, of the town’s land area is characterized by slopes of 15 percent or higher. The Ossipee Mountains in the east rise to an elevation of 2,975 feet, and at 2,020 feet, Red Hill is another area with steep slopes in the northwest section of town. The remainder of land in town is characterized by hilly to rolling terrain, divided by wetlands, ponds, and lakes. The numerous ponds and wetlands extend from Squam Lake in the northwest, through Wakondah Pond and

Kanasatka Lake, Berry, Garland, and Lees Ponds in the north, to Lake Winnepesaukee in the central and southern parts of town. Moultonborough contains the most shoreline of any town in New Hampshire at 89 linear miles.

Aquifers are found in the central section of town beneath Berry, Garland and Lees Ponds. Rivers running through Moultonborough include the Squam River, Shannon Brook, Weed Brook, Halfway Brook, and Red Hill River. The majority of town lies in the Winnepesaukee watershed.

Land uses in Moultonborough are primarily residential, and of those, most are single-family dwellings. Non-residential development is comprised of a mix of retail, personal and professional services, food services, lodging, schools and churches, located mostly along the state route corridors of NH Rtes. 109 and 25.

NH Route 25 runs generally east-west and NH Route 109 runs generally north-south and they intersect in the Village area. All commercial zoning districts lie along the NH Rte. 25 corridor. NH Route 171 breaks off to the east from NH Route 109 and Moultonborough Neck Road is the sole access road to that portion of town. Most of the town's critical facilities are located along these roads. Businesses and residences near the Center Harbor town line have access to the Bay Sewer District system. Approximately 750 residences are served by several non-Town operated community water systems; the rest of the town has individual wells. The town is served by NH Electric Cooperative. The Moultonborough Fire Department maintains approximately 90 dry and pressurized hydrants around town. The lack of a sewage utility for the bulk of the Town has a profound effect on the amount, size, type and density of development that may occur, even within and around commercial nodes or Town village centers. Additionally, the areas of Town not covered by a 500 ft. radius around the hydrants, cisterns and draft sites also affects (and adds costs to) future development in large portions of the Town. Refer to **Figure 2, Fire Water Resources Map**.

Detailed calculations of land uses and the acreage they account for were prepared for the 1982 Master Plan; these figures were updated in 1990 for the 1991 Master Plan. In both of those years, residential development accounted for the largest percentage of land that was devoted to some type of use – this was 39% in 1982 and 57% in 1990, and 60% in 2008. Still, the residential uses accounted for only 5.5% in 1982, 11.2% in 1990, and 14% in 2008, respectively, of the total land area in town; all land uses examined accounted for 14 and 20 percent, respectively, of the 35,144 acres on land area in Moultonborough.

The methodology in 1982 for counting the residential acreage was based on assigning one acre for every year-round home and one-half acre for every seasonal home. As of this writing, the seasonal home numbers that are available are from the 2010 Census, counted in 2009, and therefore, about 7 years old. Research into data kept for building permits since then make the numbers more accurate to 2015.

Recognizing that past estimates were made by assigning one acre to every housing unit based on the most recent Office of Energy and Planning housing estimates (consistent with the Moultonborough Zoning of one-acre minimum lot sizes), the calculation of an estimated 5,189 acres accounting for 14% of the total land area in 2008 was not a precise number, however, it is the only benchmark available. That said, there were approximately 2,000 additional acres in residential use since 1990, 3,000 more since 2008, and 1,000 additional over the last 8 years, bringing the total amount of developed residential use land to around 11,000 acres.

Land Use and Development Trends

According to the US Census, Moultonborough was among the fastest growing communities in the Lakes Region from 1980 to 1990 (**Table 1**). This trend continued through the 1990s as the town had the highest rate of population growth in the region. The 2010 report showed a modest drop in the year-round population which

may either be errors in calculation or the result of not actually counting (relying on statistical methods) resulting in a mostly static population.

Table 1: Moultonborough, NH Year-Round Population, 1980-2010

Year	1980	1990	2000	2010	
Population	2,206	2,956	4,484	4,044	
% Changed	---	34%	52%	- 10%	

The 2000 Census reported that 55.7% of Moultonborough's homes were seasonal; in 2010 that rate was up to 60.5%, and by 2015, the rate exceeded 67%. Because of this very seasonal nature of housing in Moultonborough, it is important to acknowledge that the actual number of people residing in town can fluctuate quite a bit. To get a clearer picture of what this number might be, the previous master plans of Moultonborough and several surrounding communities were reviewed. A more accurate representation of the population that the town serves is determined by breaking down the type of housing, for while a year-round household might accommodate 2-4 persons (statistical average of 2.33), a second home may have 5 – 10 people staying there for a few weeks at a time. Using housing data from the Assessor, estimates used in neighboring communities, and the staff estimates regarding local population patterns, the figures in **Table 2** were reached and appear sound.

Table 2: Moultonborough, NH Population

	Number of Units	Persons per Household	Persons
Year -round residential	1,800	2.4	4,320
Second homes residential	3,699	5.0	18,495
Seasonal (camps, campgrounds, motels)			2,000
TOTAL	5,499		24,815

While the number of building permits issued by the town from 2008 – 2010 (78) dropped to less than half what it had been in the previous three years (212), it is important to point out that most of these permits were for refurbishing or building an addition, only about ten percent of these (8) were for new construction. From the low numbers in 2010, the permits have rebounded each year considerably until the totals reached 232 in 2014 and 250 in 2015, including an eight-year high of 41 single family dwelling building permits issued. It should be noted that newer seasonal homes and those that are being upgraded are better able to allow the inhabitants to shelter in place and could one day be easily utilized as a full time home with permanent residents. With a strengthening economy, new commercial construction is beginning to occur near the Village area and along NH Route 25 near the Center Harbor town line. Some residential development might occur on the up-gradient sides of NH Routes 109 and 171.

Moultonborough Demographic Overview

Demographics also plays a large role in determining a plan for the Town's land development into the future. By looking at emerging trends from the recent past, planners can try to mitigate negative effects by preparing a course of action that attempts to solve issues such as an aging population, lack of diversity in age group among residents, loss of younger families and student population in the schools, loss of businesses (especially in the village) and the lack of affordable housing and in-town job opportunities. Data and trends indicate a reduction in younger age groups and a corresponding increase in the older age groups. Housing data reveals that affordable housing, either owner or renter occupied, is very low in Town. Multifamily housing numbers are also very low. It also reveals that the bulk of the owner occupied housing valuation lies above the \$250,000

threshold. Currently, the median income of renters in NH is \$37,326, the median gross rent for a two-bedroom unit is \$1,157, 37% of gross median income. With a 1.2% vacancy rate coupled with a lack of affordable units, there is simply not enough appropriate housing in Town. With regard to birth-death statistics, the number of deaths have outpaced births for well over a decade, and that coupled with low numbers for in-migration have resulted in nominally static population numbers. **Appendix E** contains a series of demographic reports that generally corroborate the issues listed above. A review of these data reveals several trends that will most likely continue into the future and affect the Town unless land use strategies are put into place as tools to counteract the trend of imbalance. See the conclusions and recommendations sections further on in this chapter.

C. Pattern of Development

Residential development is distributed all around town. Most of this development is along the shoreline, and much of this shoreline development is seasonal; in fact, more than 67% of Moultonborough's housing stock is seasonal (see **Table 2 on p. 11**).

The non-residential development is, for the most part, located along Route 25, as illustrated on the land use map contained in **Figure 1**. In the northeast and northwest areas of town there are several large tracts of land that are set aside for conservation. Detailed information on the specific land uses along Route 25, by parcel, was developed as part of the work of the Development Services Office for the web based GIS and by the Village Vision Committee and can be found in a table in their report. **Table 3**, below, prepared by AxisGIS, CAI and the Town Planner with data compiled from the land use map shows total acreage for current land uses. The table shows that there has been very little new non-residential development, and most of that is located on Route 25, with CruCon being the stand out office development. The residential development has occurred largely around the shorefront, with several early 2000's subdivision lots selling for the first time in years over the past year. However, when the conservation areas and steep slopes are taken into consideration, this is not a surprising occurrence.

Table 3: Moultonborough, NH Land Use by Acreage-2015

Land Use	Area (Acres)	Percent
One and Two Family Residential	10,923.78	31.1%
Multi-Family Residential	548.56	1.56%
Condominiums	243.36	0.7%
Manufactured/Mobile Homes	198.61	0.56%
Commercial	539.37	1.53%
Office	27.87	0.08%
Industrial	48.40	0.14%
Airport	58.45	0.17%
Institutional	816.17	2.3%
Government	564.85	1.6%
Utilities	235.57	0.67%
Recreation	548.26	1.56%

Conservation Land	7,772.68	22.1%
Vacant Land	12,618.65	35.9%

Data Sources: Town of Moultonborough, NH; CAI Technologies

Note: Total land use acreage does not reflect total land area of Town because roads, right of ways and water bodies are excluded.

Commercial, industrial and multifamily uses represent less than 5% of the acreage for all land uses in Town. What stands out is the three large acreage use categories; vacant land, residential, and conserved land.

Vacant land becomes the primary area of concern regarding residential development. Three major factors will be considered when determining recommendations for future residential development of the remaining vacant land. They are, areas where there are multiple occurrences of natural resources, the ability of the Town to protect buildings and people from fires and disasters (water resources for firefighting and access), and maintaining the value and usefulness of that land for citizen landowners .

These factors will be reviewed in the next section, Land Use Analysis under the headings, buildout analysis and fire resources water supply sources analysis in order to recommend changes to permitted uses for both safety and for the preservation of the Town's most valuable natural resources.

D. Land Use Analysis

1. Limits to Development

Based on the above estimates, it can be surmised that there are approximately 12,619 (14,995 including roads and rights-of-way) acres of land in Moultonborough that are not developed or are protected from development. However, not all of this land is available for development, based on various constraints, which are presented in the table following. Most constraints to development are natural, such as steep slopes, wetlands and floodplains; other constraints can be in the form of conservation easements that restrict development. Note that even some of the natural constraints identified here do not necessarily mean that the land is completely undevelopable, but that it must comply with certain standards, for example, development in a special flood hazard area is allowed, provided that it comply with FEMA requirements.

Table 4: Limits to Development

CONSTRAINTS	Acres	% of Undeveloped Land	% of Total Land
Wetlands	4,616		12.4%
Floodplains	2,853		7.7%
Steep Slopes (over 25%)	3,914		10.5%
Public Lands/Conservation	7,772		20.9%
Aquifers	2,970		8.0%
Total Constrained Lands	19,272		51.9%
Total Undeveloped Land	14,995	100.0%	40.4%
Total Land Area	37,120*		100.0%

Note: * Total includes area of roads and rights-of-way.

2. Potential for Future Development

The potential for future development in Moultonborough is affected in large part by existing land uses, limits on development from natural or other constraints, and the provisions of the zoning ordinance that regulate the development of new lots and uses.

- **Constraints on Development**

Using the estimate of 11,000 acres of developed land in Moultonborough, once the various constraints described in **Table 4** are factored in, there are approximately 12,600 acres of land vacant (minus roads and rights-of-way) and are not impacted by natural or other constraints. It is important to note, however, that there are over 18,000 acres of land in Moultonborough that are set aside under various conservation or preservation easements. There are unavoidably some overlaps between the natural constraints listed in **Table 4** and these protected lands; but if the developed and the protected land acreages are simply added up, that leaves only 10,000 acres – and that is not accounting for any natural constraints that might exist on those acres.

- **Effect of Land Use Regulations**

The Moultonborough Zoning Ordinance was adopted in 1985 and has been amended on a fairly regular basis since then. The town is divided into one Residential/Agricultural District, and three Commercial Districts. In addition, there is a Wetland Resources Conservation Overlay District, a Floodplain District, Steep Slopes Ordinance, Storm Water Protection Ordinance and Ground Water Protection Overlay District, and special provisions for waterfront property. One- and two-family dwellings and agricultural uses are permitted by right all over town; certain commercial uses are permitted by right within the three commercial districts; and most commercial uses are permitted by special exception anywhere in town, subject to ZBA approval. All commercial uses are subject to site plan approval by the Planning Board.

A build-out analysis can be a useful tool for assessing potential future growth based on current land use regulations. A town-wide build-out analysis was prepared in 2015 for this chapter by FB Environmental as a natural extension of their contracted work for the Moultonborough Bay Inlet Watershed Study. Previous iterations of the Town's master plan did not include such an analysis due to the high costs associated with this kind of work. "Build-out" is a theoretical condition which represents the period when all available land suitable for residential, commercial, and industrial construction has been developed to the maximum conditions permitted by local ordinances. A build-out analysis is a planning tool which identifies areas with development potential and projects future development based on a set of conditions (e.g., zoning regulations) and assumptions (e.g., population growth rate).

This analysis presents the conditions and assumptions used to conduct a build-out analysis for the Town of Moultonborough, which encompasses 75 square miles (Figure 3) in Carroll County, New Hampshire. The analysis was conducted using CommunityViz version 4.3, an extension for program for ArcMap Geographic Information System (GIS) software.

The build-out analysis was conducted according to the following general steps:

- 1) Collect information on existing conditions within the Town: parcel boundaries, zone boundaries, and locations of existing buildings.
- 2) Collect and/or create development constraints layers (i.e., areas where no development may occur) in a GIS.

- 3) Analyze build-out potential using CommunityViz's Build-out Wizard tool, which utilizes information gathered in the previous two steps.
- 4) Determine potential future rate of development (including projected dates of full build-out attainment) using CommunityViz's TimeScope Analysis tool.

DRAFT

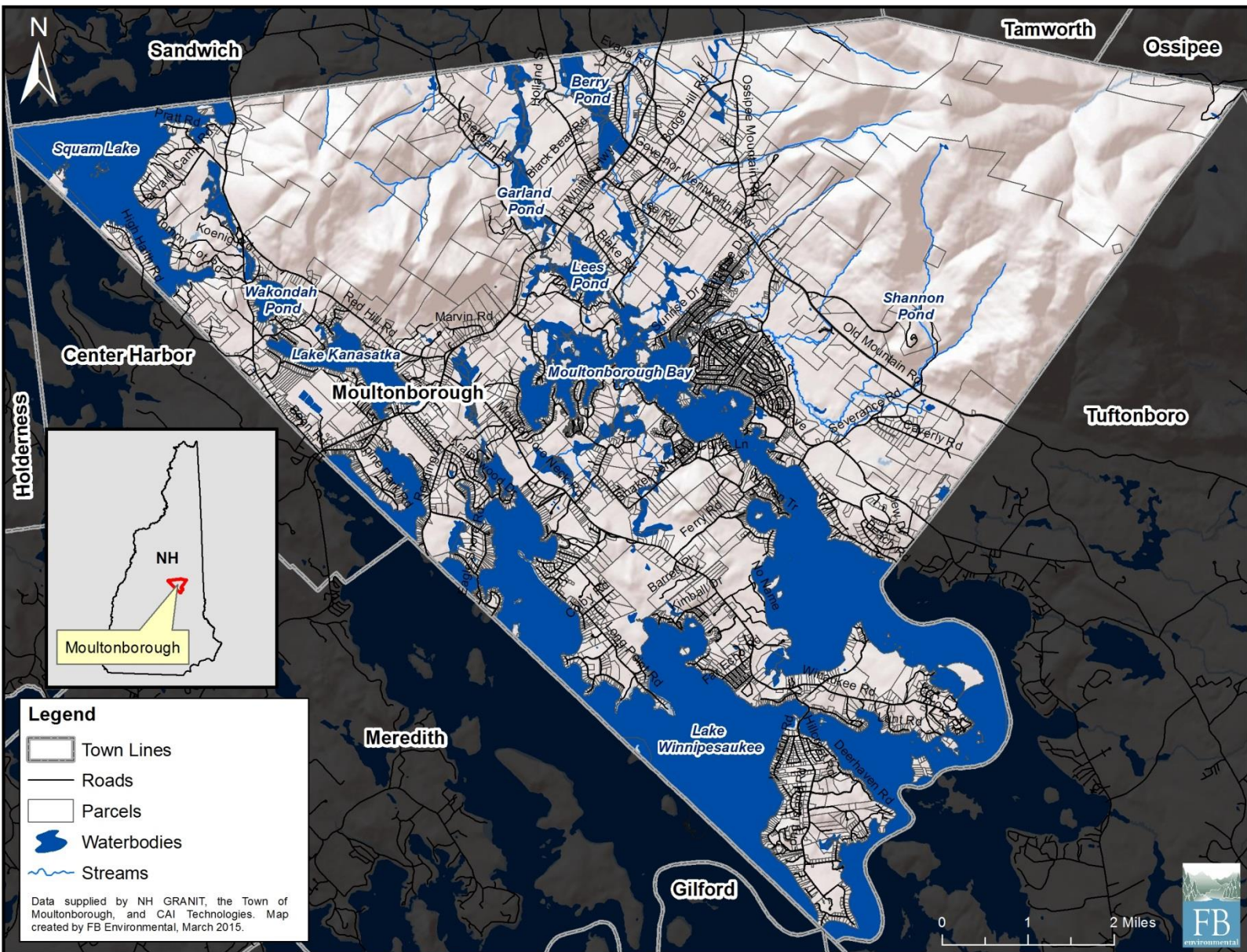


Figure 3. The Town of Moultonborough, New Hampshire.

Existing Conditions

Existing Buildings

The number and location of existing buildings within the Town was determined using a polygon shapefile obtained from the Town¹ which depicts the location and size of *all* structures within the Town's boundaries (i.e., principal and accessory structures). The shapefile contains 9,980 individual polygons representing buildings; this number was reduced to 4,814 buildings for use in the analysis, as accessory structures were not included. That is, the build-out analysis concerns only principal use buildings. (Also, in some cases the original buildings shapefile has more than one polygon representing a single building; it would therefore be inaccurate

¹ The shapefile was created by CAI Technologies.

to conclude that 5,166 [9,980-4,814] is the correct number of accessory buildings within the town.)

The existing buildings (containing 4,814 principal structures) layer was created by selecting all parcels containing at least one building polygon and then generating a single point to represent a principal use building in each of those parcels. This layer was spot-checked using high-resolution digital orthophotographs collected in 2011, obtained from the Environmental Systems Research Institute (ESRI) via its ArcMap software.

Zoning & Minimum Lot Sizes

Crucial to a build-out analysis is the feasibility of modeling zoning requirements. Certain stipulations are too site-specific to incorporate into the analysis. With that in mind, the following caveats were used in the determination of build-out zoning restrictions:

- Future lots were the smallest size allowable for the zoning district, taking into account minimum lot size and minimum buildable area.
- Unit types were not specified.
- Road and shore land frontage requirements were not specified.

As stated in the Town's zoning ordinance, the minimum lot size upon which a dwelling, structure, building, mobile home, camper, R.V., or house trailer may be constructed or located is 40,000 square feet (just under one acre). However, lot size requirements may increase based on soil type (see Attachment) and slope. For the build-out projections, lot sizes were determined according to the standards set forth in the Town's Zoning Ordinance (**Table 5**, adapted from Table I on page 3 in Moultonborough's Zoning Ordinance). Minimum lot sizes within the Town were assigned based on the dominant soil type within a given parcel. (A shapefile depicting soils within the Town was obtained from New Hampshire's GIS Clearinghouse website, NH GRANIT.)

Table 5. Minimum lot sizes (square feet) based on soil type and slope. This table is adapted from Table I in Moultonborough's Zoning Ordinance.

Slope	Soil Group					
	1	2	3	4	5	6
0-8%	40,000 ft ²	45,000 ft ²	60,000 ft ²	60,000 ft ²	Not buildable	Not buildable
8-15%	45,000 ft ²	60,000 ft ²	90,000 ft ²	90,000 ft ²	Not buildable	Not buildable
15-25%	60,000 ft ²	80,000 ft ²	100,000 ft ²	120,000 ft ²	Not buildable	Not buildable

Development Constraints

To determine where development could occur within the Town, build-out calculations deduct land with physical constraints to development including environmental restrictions (e.g., steep slopes, wetlands) (**Figure 4**), zoning restrictions (e.g. minimum lot size [**Table 5**]), and practical design considerations (e.g. lot layout inefficiencies). Existing buildings of course also reduce the available capacity for new development. The following GIS data were used to model development constraints within the Town:

- Conserved land (obtained from NH GRANIT website)
- Steep slopes (>25%) (created from soils layer)
- Wetlands appearing on the New Hampshire Wetlands Base Map (obtained from NH GRANIT)
- Hydric soils (created from soils layer)

- FEMA 100-year Flood Zones (obtained from the Town of Moultonborough)
- Existing buildings (created from a buildings layer obtained from the Town)
- Unbuildable parcels [i.e., parcels with an existing building and less than double the minimum lot size (lots that cannot be subdivided)] (created by FBE using CommunityViz software)

Build-out Assumptions

To determine how many units can be built on the available buildable land within the Town, various density and other design factors based on zoning requirements were considered. Any build-out analysis requires simplifying assumptions; below are those that were used in the build-out analysis, based on Moultonborough's zoning ordinance. These assumptions were an important component of the model because they facilitated prediction of whether development can occur on a given lot, given Moultonborough's standards for development.

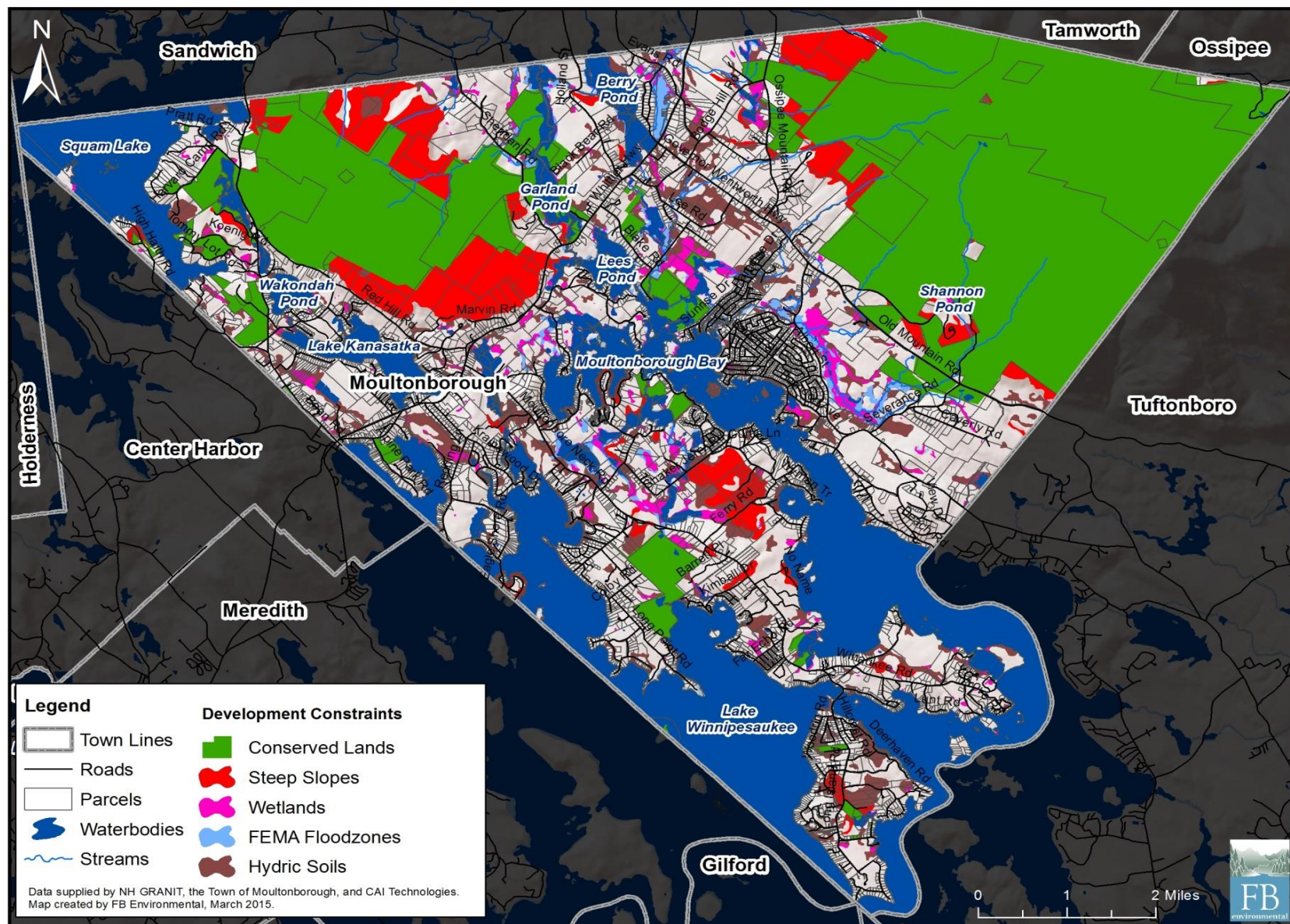


Figure 4. Development constraints within the Town of Moultonborough.

- **Building setbacks** were based on those set forth in Moultonborough’s zoning ordinance, which are 50 feet from road centerlines² and 20 feet from any lot line. Setbacks are measured from building center points in CommunityViz. To account for this, building footprints need to be estimated to avoid building overlap. Dimensions of the minimum building footprint were estimated to be 45 feet x 45 feet. This number was then added to the average front/rear setback for each zone to estimate the “Minimum Separation Distance” used in Community Viz.
- **Minimum lot size** requirements used were based on soil type and slope (**Table 5**).
- **Efficiency factors** adjust density values to account for common density losses. Lot efficiency refers to the amount of land on a parcel that is available for construction after addressing such considerations as drainage facilities, parcel contiguity, Rights-of-Way, setbacks, and conservation restrictions. They are entered as a percentage where 100% means complete efficiency (no density lost), and 0% means no buildings will be estimated for that land use. A 50% efficiency factor was used for all zones in the build-out analysis, as many lots are small, and newly constructed roads and other design considerations will likely take up a substantial amount of space on each lot.

Results

Buildable Area

The build-out analysis shows 28 percent of the land within the Town as buildable (**Table 6, Figure**). Note however that the development constraints described above do not represent the full range of possible restrictions to development. For example, unmapped wetlands or rare/endangered species may be present in an area but cannot be considered here as data concerning their presence and specific locations are not available.

Table 6. Buildable land by zone within the Town. Area calculations below exclude area encompassed by roads and waterbodies.

Zone	Total Area (Acres)	Total Buildable Area (Acres)	Percent Buildable Area
Residential/Agricultural	36,760	10,149	28
Commercial Zone A	1367	448	33
Commercial Zone B	413	200	48
Commercial Zone C	273	109	40
Total	38,813	10,906	28

Note: Area calculations are approximate due to the use of non-surveyed tax mapping analysis

Projected Buildings

The aforementioned digitization of existing buildings within the Town identified 4,814 principal use buildings. Based on the current input parameters, the build-out analysis projected that an additional 4,318 buildings could

² The road setback may also be 25 feet from the edge of a right of way. The 50-foot setback is more appropriate, and therefore used, for the build-out analysis as distance is measured from the center of a given road.

be constructed in the future, resulting in a total of 9,132 buildings (**Table 7, Figure 6**).

Approximately 1,683 buildings currently exist, and an additional 341 buildings are projected to exist within 250 feet of a waterbody. Note however that locations of points representing existing buildings on parcels may not match up exactly with actual building locations. Also, the build-out analysis cannot predict exactly where buildings will occur on a given lot. Therefore, the actual number of existing and projected buildings within 250 feet of waterbodies might actually be somewhat greater than or less than 1,683 and 341, respectively.

Table 7. Existing and projected buildings within the Town.

Zone	No. Existing Buildings	No. Projected Buildings	No. Buildings at Full Build-Out
Residential/Agricultural	4,588	4,221	8,809
Commercial Zone A	175	64	239
Commercial Zone B	17	21	38
Commercial Zone C	34	12	46
Total	4,814	4,318	9,132

Projected Full Build-Out Dates

CommunityViz’s TimeScope tool was used to look at changes in the amount of development within the Town over time. The tool assigned a “build date” to features within a projected buildings layer based on a specific set of rules including (most importantly) population growth rate and building sequence type (e.g., random or near roads).

Examination of data obtained from the US Census Bureau shows that Moultonborough has experienced steady population growth since 1970, with the exception of the 10-year period from 2000-2010 which saw a slight decrease. From 1970 to 2010, Moultonborough’s population increased 209% from 1,310 to 4,044 individuals. Compound annual growth rates (CAGRs) for the 10-, 20-, 30-, and 40-year periods preceding 2010 range from -1.03 to 2.86%. (

Table 8). The 20-, 30-, and 40-year figures were used for three iterations of the TimeScope analysis. Full build-out is achieved in 2056, 2047, and 2038 for the 20-, 30-, and 40-year CAGR’s, respectively (Figure 7). Given the trend history for development away from the shoreline of the lakes, it is recommended that the 40-year compound annual growth rate be used which will set the full build-out for the Town at the year 2056. Additionally, the second take-away from the analysis is where the future growth will occur, regardless of how long it takes to do it, as shown in **Figure 6** by the red dot symbols. The Town must ensure that development in these areas is both safe and does not overburden the cost of community services.

Table 8. US census population estimates and compound annual growth rates for Moultonborough, NH.

1970	1980	1990	2000	2010	40 yr. Avg. Annual Growth Rate 1970-2010	30 yr. Avg. Annual Growth Rate 1980-2010	20 yr. Avg. Annual Growth Rate 1990-2010	10 yr. Avg. Annual Growth Rate 2000-2010
1,310	2,206	2,956	4,484	4,044	2.86	2.04	1.58	-1.03

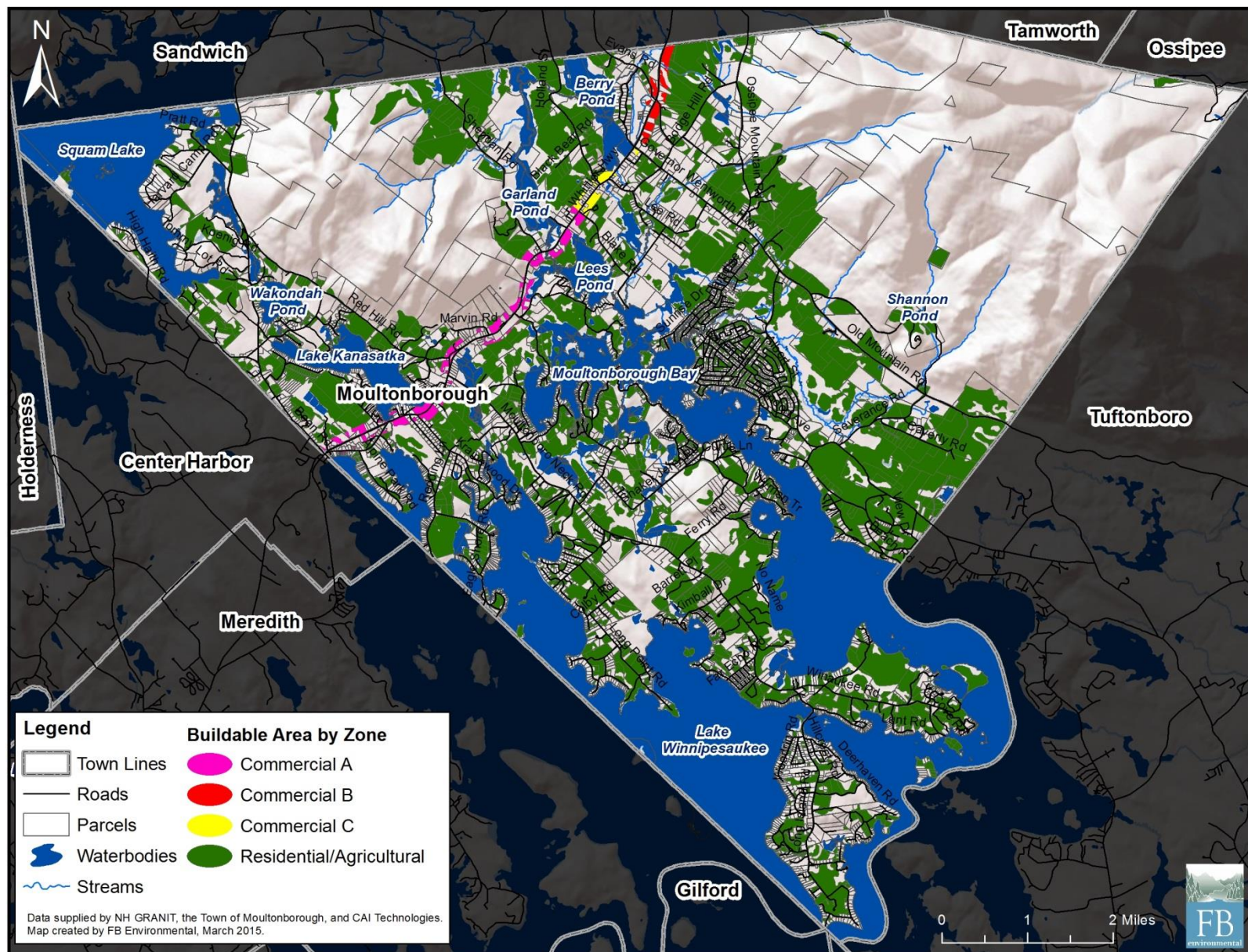


Figure 5. Buildable area by zone within the Town of Moultonborough.

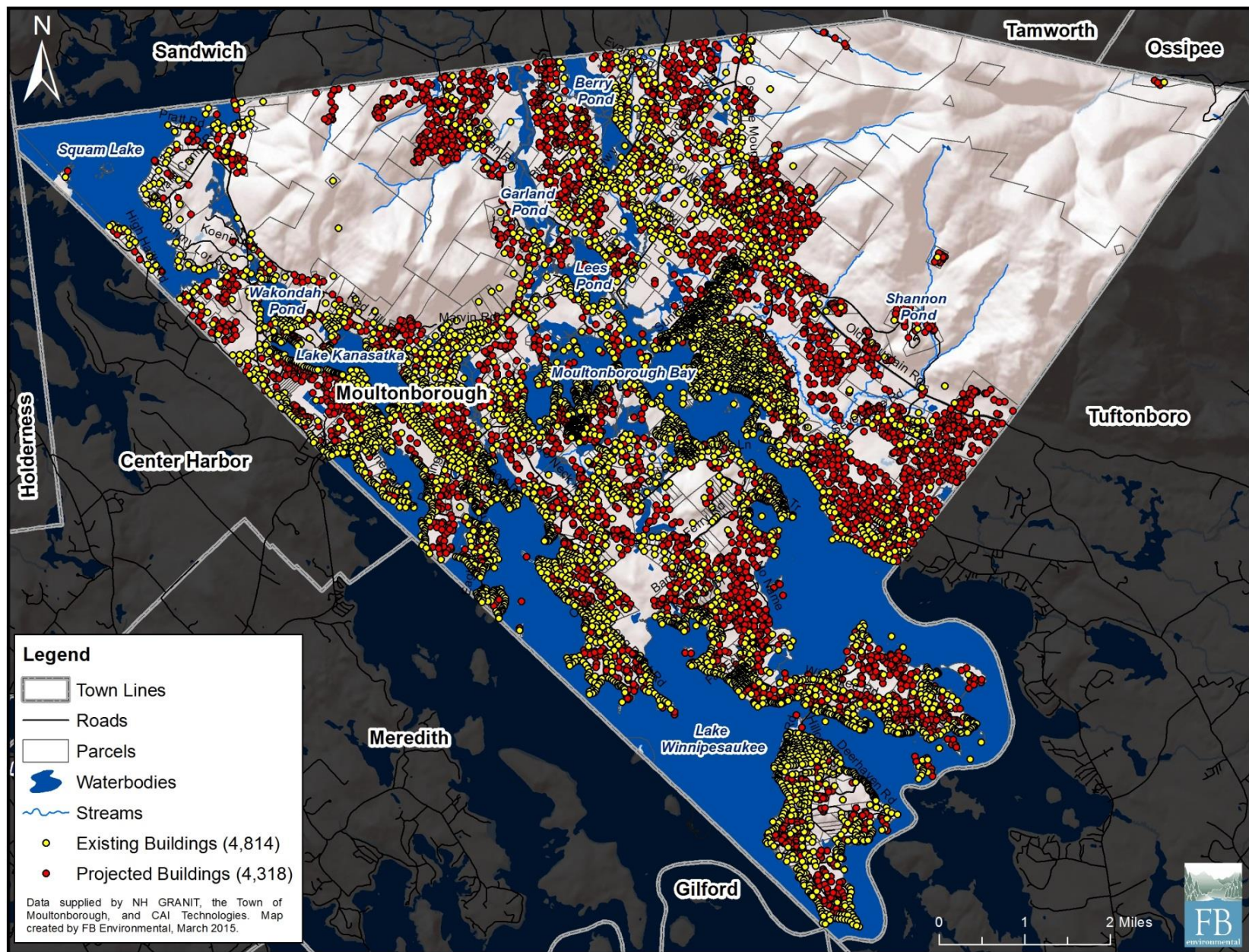


Figure 6. Existing and projected buildings within the Town of Moultonborough.

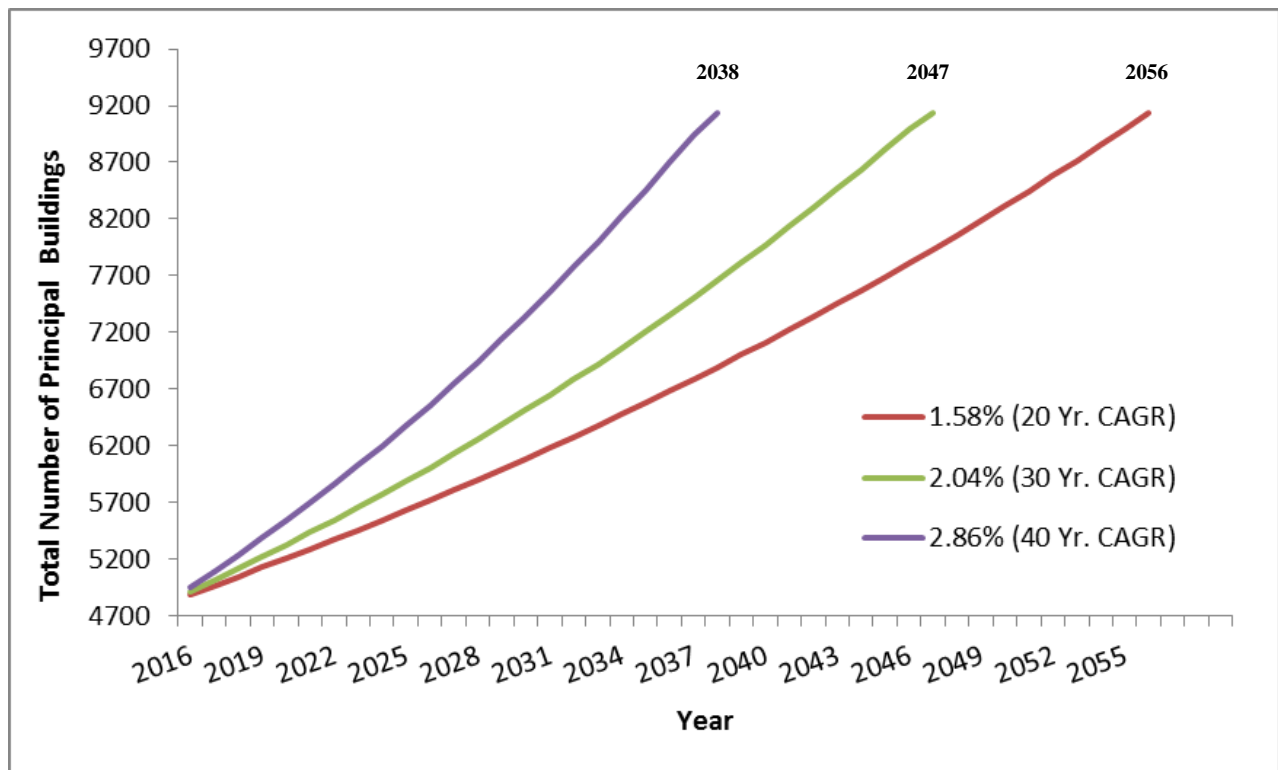


Figure 7. Full build-out projections of the Town of Moultonborough using 20-, 30-, and 40-year compound annual growth rates (Table 4).

E. Review of Previous Plans, Surveys and Reports

Plans and studies conducted previous to this Master Plan effort consist of three Master Plans from 1982, 1991, and 2008; a Village Revitalization Charrette in 2012, a Village Vision Report in 2015, a Smart Growth Audit in 2006; a Master Plan Survey in 2006 and in 2013 (see **Appendix F**); and a study of the Route 25 corridor in 2008. These documents were prepared either by local committees with assistance from the Town Planner or (for earlier endeavors) Lake Region Planning Commission, or in some cases authored by the Planning Commission. All of these documents are available under separate cover; for the purposes of this chapter, only the significant highlights are presented.

- **1982 Master Plan**

The 1982 Master Plan organized proposed uses into seven categories that were presented on a Future Land Use Map, which also described the purposes and locations for each category; they were: conservation, agricultural protection, aquifer protection, commercial, village, lakeshore, and rural residential areas. The recommendations that came out of this Plan proposed that Moultonborough should adopt zoning, make use of performance standards, and protect wetlands.

- **1991 Master Plan**

The 1991 Master Plan envisioned balanced growth with a strong conservation component. Commercial and light industry was encouraged, but with stricter standards, and innovative land use controls were recommended to minimize the impacts of expected residential growth. Following up on specific recommendations of the 1982 Master Plan, it was acknowledged that the Town adopted a Zoning Ordinance in October 1985, followed by Site Plan Review Regulations in 1986, and Subdivision Regulations in 1988. The Plan went on to note that the regulations and ordinances put in place were severely tested in the late 1980s and found to be lacking – in that the type and amount of development proposals that came before the Town brought to light what was missing or what needed to be changed to more fully address future development proposals. Because of this, the Plan included very specific recommendations for amendments to the land use regulations, some of which were accomplished in a piecemeal basis.

- **2006 Smart Growth Audit**

The purpose of a Smart Growth Audit was to assess where the community stood relative to “Smart Growth Principles”. To accomplish this, the Lakes Region Planning Commission staff reviewed the most current planning documents and existing land use regulations. The plans that were reviewed were the 1991 Master Plan and the 1991 Water Resources Management and Protection Plan. The land use regulations reviewed were the 2006 Zoning Ordinance; the 1999 Subdivision Regulations; and the 1997 Site Plan Review Regulations. The conclusion of this Audit was that, even though many of the so-called Smart Growth Principles were supported by language in the Master Plan, the associated regulations and ordinance tended to discourage or hinder the implementation of Smart Growth Principles. This document had some recommendations that were not implemented by the Town.

- **2006 Master Plan Survey**

The purpose of this survey was to generate input regarding predominant issues and concerns of property owners in Moultonborough. The survey was mailed out to 2,171 local property owners and 3,722 non-local property owners in September of 2006; there was a 23% response rate. The survey first collected demographic data on the respondents (e.g. age and housing type), and then posed questions on the following topics: town assets, challenging issues, land use and growth management, community facilities and services, transportation, and recreation.

- **2008 Route 25 Corridor Study**

In 2006, Route 25 through Center Harbor and Moultonborough was identified by the Lakes Region Planning Commission as a corridor with high regional importance. Funding was obtained from the NH Department of Transportation to conduct a corridor study, a planning approach that is encouraged by the Department because of the greater public involvement that in turn contributes to more informed recommendations. The intent of the Study was to “assess the current conditions, identify potential safety improvements, assess potential future traffic demand based on development potential, and outline practical land use and access management strategies that can be implemented at the local level and in coordination with appropriate agencies.”

A partial build-out analysis was conducted as part of this study. While the corridor itself was defined as all parcels within 1000 feet of Route 25, the study committee felt that a more accurate representation of traffic generation would need to include the residential areas of Moultonborough that lie to the south of Route 25. The conclusions of this build-out analysis were that the potential existed at the time in Moultonborough to add an additional 427 lots inside the corridor and over

2,000 lots from those areas whose sole access would be Route 25. Non-residential development could have amounted to as much as two million square feet. This level of development would have increased traffic on Route 25 in Moultonborough by more than six and a half times its levels in 2007. Five intersections were identified as having top priority for safety improvements, four of them being within the boundaries of Moultonborough. While some of these projects still have merit today, predominantly for safety reasons, the economic downturn in 2008 and beyond have rendered the findings of the partial buildout analysis moot.

- **2008 Master Plan**

In 2006, a master plan survey was sent to all residents in Town. Several committees were formed to gather data and prepare individual chapters of the master plan. While the finished product was well prepared, the individual chapters and appendices seemed more like stand-alone documents that didn't mesh in the whole. The biggest success of the 2008 Master Plan is evidenced by the large number of identified tasks there were accomplished in the ensuing seven plus years. As noted in the introduction of the 2008 Master Plan Update, one of the most challenging aspects of developing a Master Plan is keeping it "alive" and in front of the town officials and the public. To that end, a seven member Master Plan Implementation Committee (MPIC), itself a recommendation of the Master Plan, was appointed by the Board of Selectmen. The MPIC was charged with monitoring the progress of the Master Plan's Implementation and reporting progress to the Selectmen and the public.

In the seven plus years since the Planning Board approved the Master Plan Update, considerable progress has been made enacting many of the major goals and objectives. In addition, many goals remain in progress or are scheduled to begin shortly. As this new Master Plan is written, it is appropriate to report the status of the goals and objectives envisioned in 2008 and secondly, look at what has been accomplished as a framework for the next iteration. In this manner, the Master Plan will remain a vibrant, living document.

In addition to the completed goals noted below, two important planning processes were also undertaken. The Blue Ribbon Commission on Community Services and Facilities completed its report and recommendations in 2011. They were charged with reviewing and assessing the need for and provision of services by the Community Services Team (Human, Health, Senior and Recreation) and the related need for and provision of facilities for the same as well as act upon certain related recommendations contained in the 2008 Master Plan Update. In the summer of 2012, a Plan NH Charrette was conducted with the purpose of producing a conceptual plan to revitalize the Moultonborough Village area which was followed by the Village Vision effort in 2014.

2008 Master Plan Completed Goals

- Adopted aquifer protection zoning
- Adopted best management practices for groundwater protection
- Adopted storm water management regulations
- Adopted erosion and sediment control regulations.
- Adopted a prime wetlands ordinance
- Established a Heritage Commission
- Adopted RSA 79-E to further village revitalization and adaptive re-use.
- Established a Capital Improvements Program Committee
- Completed transfer station expansion and upgrade recommendations
- Developed a records-retention policy.

- Evaluated need for contracted ambulance service.
- Consolidated Building & Grounds under the Highway Department.
- Provided space at the Highway Department for storage and office.
- Expanded automated payments, registrations
- Standardized hours of operation for Town departments
- Monitor solid waste tonnages and recycling rates to ensure participation.
- Transfer Station-Evaluated operating hours to enhance and maximize service to residents.
- Require cable access infrastructure for new developments.
- Establish capital reserve fund for infrastructure build out (cable) to existing domiciles.
- Explored options for alternative use facilities to meet new programming needs.
- Explored options for shared community facilities at the schools
- Consulted with Easter Seals on the Transportation Resource & Access Coordination Program.
- Implemented access management techniques in conjunction with the NH Department of Transportation.
- Reconsidered current standards subdivision roads must meet to be accepted as Town roads.
- Formalized capital improvement plan for town roads and bridges.
- Developed an environmental management plan for use and storage of deicing chemicals.
- Hired a permanent Planning Director.
- Increased protection for water resources.
- Increased protection of steep slopes, ridgelines and scenic roads.
- Revisited special exceptions for commercial development in the Agricultural/Residential areas
- Reconsidered and re-wrote as necessary land use regulations governing light industrial development on Route 25 to require landscape buffering of buildings and parking.
- Worked with DOT on Memorandum of Understanding relating to State roads.
- Developed Access Management Guidelines for state and town roads.
- Required internal roadways to connect abutting commercial properties.
- Create common access ways for abutting subdivisions to connect with larger roadways.

F. Analysis & Discussion

Future Land Use Plan

Land Use and Zoning

Moultonborough is very unique. Some of the Town's unique aspects are positive, some negative, and some, while positive, pose diverse challenges to leaders, businesses and residents alike. Its uniqueness is multifold; there are expensive lakefront homes, many of which are seasonal in nature, there are a variety of campgrounds, RV parks and even condo-like trailer parks near the water. There are every day, year-round homeowners with property away from the lakes. There are families with children in school. There are long time senior residents and shorter term seasonal retirees. Consequently, each of these groups have very different ideas of what the Town should be like now and into the future.

Previous Land Use Chapters have talked about the character of the Town, and of how the community is perceived, both by "outsiders" and by residents. A key factor in shaping both of these elements is the combination of land use and zoning regulations. The fact that a Land Use Chapter is one of two required sections of Master Plan by state statute underscores the importance of land use

decisions for a community.

Since first being adopted, the Zoning Ordinance has been revised many times, both to reflect changing goals and objectives of the Town and changes in the state enabling legislation. One significant state statute change occurred in 1981 when the Legislature approved the creation of RSA 674:21, Innovative Land Use Controls. Currently, the statute lists 14 different types of measures, some of which are discussed below, that can be utilized by a community. Just as importantly though, the statute leaves the door open for a community to use its imagination for ways to convince private parties to invest in the future of that community [“Innovative land use controls may include, but are not limited to...” RSA 674:21. I] in crafting a zoning provision that meets a specific need of the community. This Chapter will identify those specific needs in detail, as expressed through public outreach, extensive public meeting discussion, inclusive roundtables, speak out sessions, and two community surveys.

G. Conclusions

The Planning Board initiated this rewrite of the Master Plan due to the strong feeling that conditions, such as development pressure that had been impacting the Town for decades, had changed, possibly for the long run, and a belief that the Zoning Ordinance and associated regulations [Site Plan and Subdivision] all need updating. The long period of intense land subdivision and development, single family dwelling and seasonal home starts, coupled with the immigration of seasonal, sometimes retired, residents from the south was severely curtailed after 2008. The overriding goal of the Planning Board is to manage the change that began after this period and insure that the best interests of the Town are protected by the relevant land use ordinances and regulations. The term “Balance” was mentioned throughout all of the Master Plan meetings. The balance is necessary between Town-wide interests, private property rights, resource protection, historical and architectural preservation, and the integrity of the Town neighborhoods.

To lay the groundwork necessary for changes to the ordinances and regulations, below is an outline of a variety of land use options and related issues. All of these options are on the table for further discussion and debate as the Planning Board discusses proposed amendments to the zoning ordinance or the regulations. The Town’s Future Land Use Plan serves as a synthesis of the goals, objectives and recommendations stated throughout this document. It is derived from concerns on issues expressed by the Planning Board and stakeholders throughout the process, and an analysis of trends and existing conditions in Moultonborough’s land use, natural and cultural resources, population, age, schools, infrastructure, and economy. The following goals are advanced by the Moultonborough Planning Board as the Town’s land use policy. **Figure 8-Future Land Use Map**, attached, illustrates how the Town may change its zoning districts and uses allowed in them to further these goals and concepts.

Master Plan ideas, issues & Concepts

Land Use

Permit accessory dwelling units (ADUs) to help aging in place and extended families staying together, in addition to adding to the Town’s available stock of “affordable” housing. The State has mandated ADU’s effective July 1, 2017, but the Town should craft its own ADU ordinance with controls that fit the Town’s needs.

Cottage “Industries” of the past fits the future. Many small business owners are looking to both live

and work in an attractive place like Moultonborough. The internet and the highway makes this possible, but the Town's zoning currently restricts this to a great degree. The ordinance should be amended to allow for home businesses as a conditional use permit to work as a step up from customary home occupations that are allowed currently. Doing so would be an important step towards bringing economic development to town without sacrificing community character or heritage.

There is a need for more rental units because most if not all service or call center employees and their families cannot afford to or find appropriately sized or priced housing in Town. Size, location and price are important but for whom? This plan advocates for additional data-gathering and analysis of workforce, single unmarried, seniors, and other small family units that may need appropriate housing in order to gauge how much and when the advocacy by the Town would begin. As a beginning step, incentive zoning to bring cottage-size (small) homes and affordable rental units near village nodes is recommended. This should be called preparing a plan for appropriate housing in areas where there is very limited demand by developers so long as there are continuing opportunities to profit from lake front property.

Many older residents have commented, who will buy our larger homes if the time comes that we must sell? Who will buy (and when) our "nest egg" property? One solution to this growing issue is to allow multifamily occupancy of property large enough to support such use. Another is to amend zoning using incentives to increase the value of the land, either by allowing denser development or by allowing development to be transferred to the areas where they may be needed around the village and other commercial nodes in Town. Denser development usually translates to the need for sewer and water utilities, however that is not a viable or affordable option here. Alternatives such as community or small scale shared septic systems and small community water systems, often not on the land to be developed are possible if incentives are offered within ordinances and regulations. These incentives are usually additional units if such systems are built. This plan recommends putting density incentives for shared septic systems in place in new districts located around where existing village centers or commercial nodes already are in order to bring more young families (the startup workers), and seniors (who want to be near shopping, medical, services and entertainment) there. Data and trends show a reduction in younger age cohorts (groups) along with an increase in older age groups. There is a need for age group diversity in the community for several reasons; a need for younger workers of all types for the retail, service, medical, recreation and entertainment businesses, a need for more families with school aged children to ensure the viability of the school system, and the need for a place for residents to have the option to live safely and conveniently in a central location. Therefore, there is a need to ensure the village and commercial nodes stay vital, useful and expand in a community planned way. This is called place-making, but here it may just be place saving.

There is of course a need for more businesses to attract younger families for homes above. Currently, the median income of renters in NH is \$37,326, the median gross rent for a two-bedroom unit is \$1,157, 37% of gross median income. With a 1.2% vacancy rate coupled with a lack of affordable units, there is simply not enough appropriate housing in Town.

There is also a need for appropriate housing for aging residents near these businesses. It is envisioned that these homes are intermixed, not segregated.

The role of the Town is to change lot size for the Village zoning district, and to create new village nodes where the existing commercial areas are concentrated today along NH Rte. 25, while changing the zoning in between the nodes in the current commercial A and B to a district that allows tourism uses and uses that may not be dependent on high traffic volume (thereby increasing it further). This district might be called the Highway Limited Business District.

To recap; a theme for the village should be considered, a theme the community can find important, easy to grasp and rally round. It could be a specialty retail theme or a theme central to bringing people to the village areas, such as a special public gathering place or a new growing theme of a concierge village for seniors. We have an aging community. Older folks want to stay in Town, the demographics and trends show. Does the Town plan for future age-related disabilities by actively seeking grants, loans, and assistance for homeowners to retrofit homes so they may stay (age in place)? Incentivize village node specific uses geared toward an aging population? i.e. pharmacy, medical, age-appropriate entertainment, wellness, retail, etc. Does the Town set up a framework for neighborhood volunteers to assist with aging neighbors? This plan recommends that these near future issues be considered and planned for by Town officials and stakeholders, with the charge of reporting back their findings and recommendations to the Board of Selectmen and the Planning Board within a year of their formation.

Engagement, Education and Outreach

Formulating a consistent policy/procedure for positive public engagement is critical on issues such as the ones identified above. Identification of and invitation to stakeholders is a key to the process. Go to them to take the institutional paradigm out of the communication/collaboration equation. Use the Library as a venue or go to neighborhoods to foster working together. Seniors, younger family residents, seasonal residents retired and younger should be engaged. The task would be to learn about the differences in needs, and find common ground in order to build consensus. Roundtable discussions with all stakeholders should be held on each critical issue. Diverse groups in Town have very different wants and needs as regards future development. The Planning Board heard this in all its listening sessions for this chapter. Full-time resident seniors, seasonal and retired summer residents, younger families with school aged children, and full-time residents with no children in school all have a different mindset. In all this, the Planning Board listened, responded, is planning with this chapter. Action is next, and that is what this plan is all about.

Infrastructure

All residents young and older require healthy design. Safety equals healthier for all ages, but especially for older residents. The plans and infrastructure concepts for safe and healthy living should be strongly recommended for any new developments and could be made possible through incentive zoning. Fund, fix and finish the Moultonboro Neck Pathway.

The Planning Board or a sub-committee should consider preparing a better, well-considered plan for alternative transportation infrastructure within the village and other commercial nodes, especially those that have residential or mixed use components. Consider recommendations in Village study as to feasibility and affordability before moving ahead, but work towards those guidelines. Use incentive zoning and proactive marketing for revitalizing village areas, not tax dollars.

Population:

After a review of birth v. death statistics and the trends of a declining, aging population, a number of issues become apparent. Seniors will double in numbers over the planning period and they now represent 59% of the Town. Student enrollment is declining. Age diversity is decreasing dramatically. There needs to be an inclusive discussion to determine if these trends are temporary or more permanent in the long run. The question of what the community can do should be considered and answered. For Town government's part, sound policies supporting place-making, economic development and support for the recommendations of the Village Vision Report are key. Changing

land use ordinances to promote village expansion with mixed uses, gathering places and appropriate businesses through incentive zoning should be undertaken as promoted in the last two iterations of the Master Plan.

Older age cohorts are growing rapidly, while younger people are leaving the Town. What the reasons for this? A look at the data trends reveals the answers; the lack of affordable or starter housing and the decrease in age diversity is related. Jobs and the decrease in age diversity is also related because the only jobs available are lower paying service type jobs that do not pay enough for either living here in Town or for making the commute from places that do have affordable housing. And the vacation-lake-seasonal nature of housing and its high valuation are also related to the increase in older age cohorts highlighting the question of what near future issues might this bring in the community. Formulating a plan to address a loss of younger age cohorts, increase in older age cohorts and their needs/issues inter-relate with village nodes, appropriate housing, needs-specific business attraction and jobs for younger age cohorts can be combined in a simple themed plan for the Village and the other commercial nodes.

The chance of expansion of higher paying jobs may hinge on the assets that the Town already possesses and whether there is an atmosphere to create more. The Town has an existing T-1 Fiber Optic cable running along NH Rte. 25, Whittier Highway. It has an underused and underdeveloped airport, coupled with its very high quality of life index. A policy that takes these into account is essential for this expansion.

Moultonborough is not a bedroom community. Many residents commute out of Town. The Town does not have job diversity, as service jobs predominate. This may not be a problem now, but may become one in the future. Data shows that even the new jobs created are filled by in-commuters, not residents. It is important for the community to try to change this. Telecommuting, Home Occupations & Cottage Industries in the 21st Century using Internet assets should be stewarded and allowed in the revised regulations.

H. Recommendations

Strategies, Goals & Recommendations

Codify commercial design standards; prepare an Appropriate Housing Plan; resolve traffic and pedestrian issues in and around village nodes; enhance economic development through policy changes and a marketing effort; and address development issues in both the agricultural-residential district as well as the commercial districts.

Recommend a rezoning initiative from 1000 ft. wide highway commercial strip to village nodes and highway commercial with appropriate permitted uses, design and dimensional regulations.

Enable the continuation of the preservation of open space through protecting small farms, and prepare a plan on how land could or should be used to support passive energy production via solar or other means to reduce our dependence on outside energy sources.

Recognize that the need for affordable, appropriate sized housing located near services for 1st time home buyers, entry level workers and seniors is considered essential to sustain growth in Town.

How can these things be accomplished?

- Develop a Master Plan for growth that makes community character and history a priority.

- Continue to recognize the Lakes are the prime economic engine and that water quality drives the engine.
- Dispel the demographic data “error” that leads businesses to believe Moultonborough is a ghost town at 69% vacant housing (marketing)
- Make commercial growth in and around existing & historic “village” and commercial nodes a priority.
- Incentivize reuse of existing structures and use design standards instead of non-binding “guidelines” for new structures.
- Incentivize appropriate sized, priced and located housing (both rental and ownership) for seniors, young workers and 1st time buyers.
- Incentivize Service Businesses for the senior population that will help them stay here and also attract younger workers that want to live close to where they work.

Zoning strategies

- Redefine and perhaps expand Zones to optimize desired commercial/residential development in each. (See **Figure 8- Future Land Use Plan**)
 - **Airport Zone** (light industry, high tech/office, customary airport ancillary uses)
 - **Village Zone** (Retail, Food and services, including medical, wellness and concierge services and appropriate housing for the employees and seniors)
 - **Greens Corner Zone** (Retail and Services)
 - **West Village Zone** (Retail and Offices)
 - Repurpose existing commercial corridors outside of nodes to “limited highway commercial” (tourism uses)
- Identify potential higher density Residential Nodes for future development and the areas where lower density or conservation uses should be strived for.
- Modify zoning in these nodes to accommodate and incentivize appropriate sized (and priced) residential development for young families and seniors.
- Incentivize Cluster (Cottage) communities with shared Water and Sewer systems.
- Review existing R/A zone requirements (see first bullet above)
- Consider Accessory Dwelling Units tailored to fit the Town
- Consider Form-Based Code in specific districts

Land Use Goal A

Encourage the best use of land (where to allow denser development) and preservation of natural resources in Town to promote efficient and economical development and sustainable use of energy and other resources.

Recommendations

1. Direct growth into identified areas around village areas where the land can accommodate development without adverse environmental impact while maximizing landowners value and use of their land.
2. Promote the maintenance and renewal of village centers and commercial nodes. Seek opportunities to encourage development that promotes energy efficiency and utilizes existing infrastructure including roads, utilities, and community services.
3. Encourage aesthetically pleasing commercial development in Moultonborough. Develop a set of design guidelines as a reference for property owners with existing infrastructure and standards for developers of new or additions to infrastructure.

4. Encourage the practice of mixed use development that accommodates compatible, complimentary land uses. Particular attention should be paid to collocating residential and commercial uses to in the village and designated development areas.
5. Discourage unsightly strip commercial development along the Town's main highway by changing the district to a limited highway commercial zone.
6. Encourage energy efficient and low impact building practices including site design, materials selection, and construction techniques.

Land Use Goal B

Preserve, protect and enhance Moultonborough's existing natural resources and critical environmental areas.

Recommendations

1. Encourage agricultural operations in Town and conserve identified prime agricultural soils using the GIS system as a tool.
2. Develop a natural resource inventory of critical and important natural, scenic, and open space areas. Draft a priority list of areas to protect and preserve based on the natural resource inventory to encourage municipal or private land acquisition and conservation practices. Overlay this with the fire resources map to identify where further residential development should and should not be allowed, then rezone.
3. Consider the use of transfer of development rights to allow denser development where appropriate while preserving outlying areas.
3. Develop community-based initiatives through existing municipal committees, volunteer groups, and school programs directed at public education about the Town's natural resources.
4. Encourage best management practices for construction, timber harvesting, and stormwater management to minimize the impacts of development on natural resources and prevent air and water pollution.

Land Use Goal C

Develop an appropriate balance among industrial, commercial, institutional, public, residential, agricultural, recreational and conservation land uses.

Recommendations

1. Promote the development of a wide range of residential uses that will provide housing for all age and income groups and yet will positively contribute to the Town's tax base.
2. Encourage rehabilitation, renovation and adaptive reuse of Moultonborough's historic building stock and discourage building demolition.
3. Direct commercial and high tech development to preferred development areas in Town, including appropriately zoned or otherwise designated development areas. New development, to the greatest extent possible, utilizes existing transportation routes and public utilities and services.
4. Amend Town Zoning and Ordinances to conform to this Land Use Chapter and the Future Land Use Map.
5. Preserve and conserve lands that have environmental, recreational, agricultural, educational and cultural value to be enjoyed by the townspeople.
6. Incorporate state of the art stormwater management and erosion control practices and techniques (e.g.: Low Impact Development); updating Town regulations as necessary.

Land Use Goal D

Promote the preservation and improvement of desirable and positive characteristics of Moultonborough's traditional environment and land use pattern.

Recommendations

1. Encourage the preservation and appropriate rehabilitation of architecturally and historically significant resources in Town.
2. Encourage excellence of design in new construction including site design, landscaping, energy efficiency, construction materials, road design and signage.
3. Preserve agricultural resources that serve as important cultural and open space elements in Moultonborough's landscape.
4. Encourage innovative land use techniques for new development proposals including infill development in the village and clustered development in rural areas.
5. Promote the revitalization of the village through the use of existing structures.
6. Future land use decisions and local ordinances, regulations and policies should be generally consistent with these land use objectives. The overall purpose of these recommended changes is to create more desirable, efficient and satisfying living environment consistent with the Town's community vision statement and Selectmen's goals and policies.

Future Land Use Map

The accompanying future land use map (**Figures 8 & 9**) is a guide for a desirable land use pattern in Town for the next 10 years. This map encourages the Town to seek ways to direct development to specific areas adjacent to existing village nodes. The map shows future land use following the traditional New Hampshire rural pattern: relatively compact, well-established and well-served village centers surrounded by sparsely populated rural lands.

Historic Village

The majority of citizens participating in the Village Vision Survey expressed a desire to maintain and revitalize the classic rural New Hampshire village area in Moultonborough. Particular attention should be paid to encourage ongoing restoration and revitalization of this core through careful planning and public and private investment both in the buildings and the infrastructure.

Basic changes to zoning, land use, regulations, and building codes can start with encouraging appropriate mixed uses (e.g.: lower story commercial/retail and upper story residential uses in one building), and specific allowances in the building code to encourage restoration and occupancy of historic buildings.

It is unlikely any new residential development could recreate the character of these village residential structures with convenient access to services, schools, and recreational areas. Long-term planning should recognize the importance in maintaining and improving the quality and variety of housing in this core village area.

Gateways to the Village

The Village Vision Survey and public input identified aesthetics an important aspect of the community's character. In particular, the points of entry, or gateways, to the village along the major highway require special attention. Gateways are not an individual point along a travel route, but

more of a streetscape that informs the traveling public that they are entering a village – that there is a transition from a rural highway to more populated commercial and residential area.

The effectiveness of a gateway relies on the quality and character of the buildings and overall street appearances. The following bullets summarize fundamental concepts to developing gateways in Town:

- The gateway can be segment of roadway, specific intersection or other geographic feature along the highway approach to the village. The gateways identified on the Future Land Use Map are recommended as areas of opportunity and can change.
- The streetscape is important. The location, appearance, and quality of buildings, landscaping, and presence or absence of sidewalks or on-street parking are important components of the streetscape. The Town should identify a plan or model streetscape to serve as a goal for each gateway.
- Town Staff and volunteer boards should seek opportunities to make tangible improvements to gateway areas through public and private investment, and through the development review process.

Village areas

Moultonborough's current make-up provides an opportunity for further development in specific areas (nodes). Focusing development into specific nodes, or village centers, and along the Route 25 corridor will address a host of issues and opportunities important to the Town:

- Providing economic development zones for existing and future commercial, office and high tech uses.
- Focusing commercial, office and high tech development in areas best suited for such uses with opportunities to utilize or reasonably expand or improve utilities and services (west village).
- Encouraging mixed-use development practices, where appropriate, to encourage efficient and cost-effective use of land and community resources. Such a model could enable access to essential goods and services to residents in and around the village centers and reinforce traditional rural development patterns valued by residents.
- Focus development to specific areas to maintain and preserve rural lands and open spaces elsewhere in Town.

These village centers presently have development constraints that include availability of high-capacity power and communications/internet, as well as access to municipal services. The Town should continue with detailed planning for future mixed-use development in these village centers.

The Airport: High Tech & Industrial Development Zone

The Future Land Use Map identifies the Airport area as a future high tech and industrial development zone. The area is along the Route 25 travel corridor and already serves high tech and light industrial uses. This development zone will continue to serve as the core of future high tech businesses that will have the capacity to utilize existing infrastructure (T-1 Fiber Optic), the highway and the airport, and focus future development to the extent that future infrastructure upgrades or expansion would become an asset and engine for further focused development. Expansion of high tech and industrial uses in the airport zone should be carefully planned to serve both residents and property owners. The Town will need to find a balance of uses and densities in this area to encourage economic development without degrading the roadside scenic quality and sense of place.

Limited Highway Commercial Corridor

Further commercial expansion along Route 25 outside of the village nodes, is a significant opportunity for the Town's economic development. Focusing development along the travel corridor will enable most efficient use of existing public infrastructure and limit the potential for expansion

of roads and other infrastructure. Integrating appropriate mixed-use development opportunities will further reinforce the philosophy of promoting more efficient use of land and resources than single-use parcels and their many access points.

The mixed-use corridor concept will require close attention to site design and aesthetics. Town design review should acknowledge the value of appropriate, context sensitive design practices to avoid the traditional commercial strip development this plan seeks to discourage. A Developer's Handbook with a collection of design guidelines would be a helpful tool for the Town to share its vision for appropriate site design with developers.

Residential Development, Rural Lands, and Open Space

As Moultonborough continues to grow over the next decade, the housing stock will also expand. It is important to encourage a range of housing types that are affordable for all of the Town's residents. This goal should be accomplished through a balanced program of new construction, rehabilitation of older and often substandard units. New construction will take place outside the village areas, which requires consideration of how the Town will manage development in rural areas to preserve opportunities for agricultural use, open spaces and wildlife habitat, and the Town's scenery and rural character. This starts with a planning initiative with stakeholders and is highly recommended to begin in the next two years.

Principal Residential Development Zones

The Future Land Use Map (**Figures 8 & 9**) identifies zones with the greatest potential for focused residential development: areas around the village areas, the goal is to focus clustered low to moderate-density residential development to these areas and away from low-density development throughout the rest of the rural areas of Town. These areas will be near public roads and may require design guidance during the development review process to ensure new construction does not degrade existing natural resources, or the character or scenic quality of the surrounding land. Densities in these areas would be limited to environmental constraints and incentives for water supply and wastewater disposal using either innovative, state of the art individual or community supply and disposal systems.

Rural and Open Space Lands

The Future Land Use Map identifies much of Moultonborough as rural and open space lands. These areas are identified as having a variety of existing uses or undeveloped lands that do not fall into the above categories. In the undeveloped outlying sections, forestry, agriculture, outdoor recreation, and low-density housing are appropriate land uses. Such a land-use strategy for these areas will encourage residents to live in areas where higher development densities provides an opportunity for affordable housing stock, increased land valuation and reduced cost of municipal services. Undeveloped rural areas can offer opportunities for forestry and agricultural uses, provide opportunities for outdoor recreation, and maintain unbroken tracts of land for wildlife habitat and serve as a scenic resource to balance beauty and usefulness of the lakes.

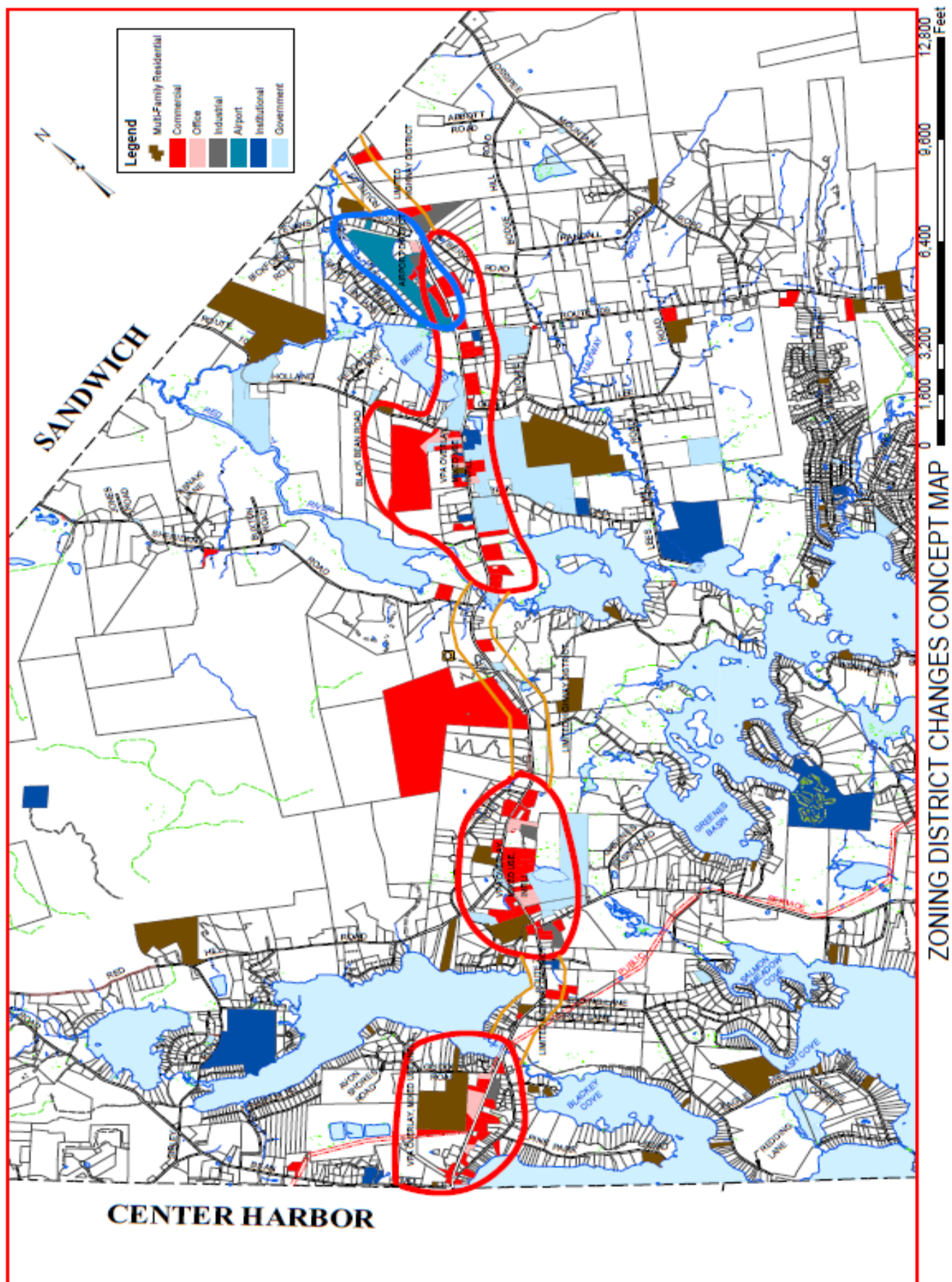
It will be important for Moultonborough to conduct a comprehensive assessment and inventory of important natural resources to understand how to plan for protecting and preserving open space and rural lands. The establishment of low-density residential zoning districts that permit very low residential densities and recreational, forestry and agricultural uses is one method of managing the Town's open space reserves. Another approach involves the formulation of a conservation or recreation fund to purchase land or the development rights to important open space, agricultural, forestry, wildlife, scenic or recreational lands based on the proposed natural resource inventory.

I. Implementation

Action Items

1. Continue to correct existing outstanding deficiencies in ordinances, regulations and rules, as identified throughout this Master Plan, in past Master Plans, and in prior professional reports reviewing our regulations.
2. Increase protection for our valuable water resources through a review and improvement to storm water runoff regulations that now only pertain to non-residential uses.
3. Increase protection of steep slopes, ridgelines through a review of other communities' efforts in order to prepare regulations that fit the Town.
4. Address the ordinance section that permits commercial development in Agricultural/Residential areas by Special Exception from the Zoning Board of Adjustment through one or more of the following:
 - a. Outright appeal, leaving variance from the ZBA as relief.
 - b. Re-writing the ordinance to specify the types of commercial uses to be permitted by Special Exception.
 - c. Re-writing the ordinance to make criterion more specific as to conditions applicants must meet.
 - d. Repeal, but add Conditional Use option to be granted by the Planning Board.
5. The Town Planner annually assess progress towards the implementation of the Master Plan and each of its chapters, through land use ordinances, regulations and rules and present the findings to the land use boards and commissions and the Board of Selectmen.
6. Prepare and adopt Design Standards, with specificity and illustrations, for commercial and industrial development throughout Town, especially in the village and commercial nodes along NH Rte. 25.
7. Reconsider and re-write the ordinances, regulations and rules governing commercial development in village areas on Route 25, including reducing commercial building setbacks from highly-traveled ways, while requiring that parking be located on the sides and behind the commercial buildings (rather than in front) and requiring sufficient trees and landscape buffering to minimize the impact of the commercial uses and buildings that are viewable from the highly-traveled ways.
8. Reconsider and re-write the ordinances, regulations and rules governing permitted light industrial development on Route 25, requiring sufficient trees and landscape buffering to minimize the impact of the permitted light industrial uses, buildings, and parking that are viewable from the highly-traveled ways.

9. Develop ordinances, regulations and rules that support/create village nodes and discourage sprawl along Route 25.
10. Consider adding an Airport Development zoning district at and around the airport with specific uses identified as permitted by right and others not permitted or permitted only as special exceptions when specific performance criteria are met.
11. Limit commercial development to specific locations/zones, preferably in established commercial nodes, consider expansion of the commercial zone around such commercial nodes, and consider creating a new zone, such as a Highway Limited Commercial for lower-impact commercial development in the remaining (current) zones A and B.
11. Consider adopting Innovative Land Use Controls as authorized by RSA 674:21, including, but not limited to:
 - a. Creating districts of high and low density to permit Transfer of Development Rights between districts.
 - b. Village Plan Alternative Subdivisions.
 - c. Environmental Characteristics Zoning.
 - d. Performance Standards.
 - e. Form-based development code that emphasizes the look and feel of new and existing structures and de-emphasizes the importance of controlling uses in those structures.
12. Amend the Town Zoning Ordinance to create incentives for developers to build with higher density, at the discretion of the Planning Board, in order to maintain open space and protect natural resources and wildlife. Refer to Village Plan Alternative Subdivision in 11. Above.
13. Through zoning and regulations, work with the private sector to enhance the vitality and appeal of the Village Zone to increase its function as the town center.
14. The Town should work to inform and educate both land owners and potential developers the opportunities that the innovative land use controls contained in number 11 above present.



J. CONCLUSIONS

Why does the Town have to plan for its land use development future? A careful analysis of the Town's, county's and state's demographic trends appears to provide the answers. Our population is aging, our population is declining and that growth is slowing as never before. Our younger folks are leaving and may never return because the jobs and housing are simply either not there or are not affordable. The challenge Moultonborough faces is ensuring that there are enough workers here to sustain our sense of place and our economy.

The review of the above data, demographics and reports leads to a number of consistent findings; it tells a story about how this community has changed and is changing, and how it may be in the future if present trends continue. The next step in this land use chapter will be to prepare an implementation schedule, and then to implement the plan.
